

Date: Thu, 14 Jul 1994 09:09:03 -0800
To: brewster, judy, duhring
From: Brewster@wais.com (Brewster Kahle)
Subject: Long message - but worth it! Re: staff mtgs

Bruce,

Thank you for writing this up. Lets give it a shot as is. I did not read it in detail before the staff meeting or I would have done your suggestion: print it out and discuss it.

I think we discussed many of the points, so lets give it a shot on monday. I think it *crucial* that mgmt be ON TIME to set an example.

Here is what I think we said:

Agenda finalized on friday and circulated by judy. judy call people as in your message to get this off on the right foot. Judy-- please add Nick to the virtual people on the list.

Mondays 12-1

Lunch flown in from somewhere (judy and than will take care of this)

Agenda:

- 1) Regular weekly reports: (10 minutes)
 - Sales report (bruce, as you outlined)
 - Accounts recievable report (Dia, as you outlined)
 - Product development advances and projections (I will discuss with harry)
 - Services development weekly advances and projections (john)
- Additional monthly reports:
 - Sales projections for next month, report on last month against projection
 - Acct recievables projections, report on last month against projection
- 2) This weeks message is... (15 - 20 minutes including discussion of all)
- 3) Individual contributions on this weeks agenda are (5 - 15 mintues each depending on the number of issues):
- 4) Summary (two minutes in length)

Should there be some regular management meeting to discuss where we are on plan and off? Should this be before our board meetings? How often? 2 months?

-brewster

Brewster:

After our discussion of a structure for the weekly staff meeting I have spoken to both Judy and John Duhring about my input, so... I am "writing down" my input to clarify my suggestion(s).

I suggest that during the next staff meeting (7/13 or 7/20) we discuss, or verify, the weekly items that are to be discussed each week in the staff meeting. I think the meeting should be broken into three major sections:

- 1) Weekly updates that are reviewed and updated every week (10 minutes)
- 2) This weeks message is... (15 - 20 minutes including discussion of all)
- 3) Individual contributions on this weeks agenda are (5 - 15 mintues each depending on the number of issues):
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The weekly items which are to be updated each week may be such things as:

- * Total bookings and revenues for the year-to-date. For example

BOOKINGS:

# of new orders for week	booking \$ new orders for week	total bookings YTD FY95	% of YTD goal	% of FY 95 goal
4	\$185,000	\$473,000	189%	15.7%

(Assumes \$250,000 monthly goal for YTD FY95 (July 1994) and \$3M goal for FY 95)

REVENUES or COLLECTED RECEIVABLES

\$ collected this week	total \$ collected YTD FY95	% of YTD goal	% of FY 95 goal
\$162,000	\$527,000	211%	17.5%

(Assumes \$250,000 monthly goal for YTD FY95 (July 1994) and \$3M goal for FY 95)

Other items that may need to be part of the regular weekly schedule:

- * The current date for the next release of WAISserver - such as the server was originally scheduled to be released on July 15, 994, and the current date is now September 15, 1994 and feature "X" was dropped from release two due to (technical, market, business, reasons) etc.

- * This weeks company birthdays, births, etc. are:

- * Administrative announcements - hires, which bathroom is out of order, if you want to make a change to your IRS deductions for this year Dia must have form #XXX by (date), the landlord is complaining that we are not locking the front door after 7:30 pm and not paying for our Cokes in the piggy bank. The new policy of asking everyone to be at work by X:XX AM is working well - thank you all for making this work, etc.

- * The sales dept forecast for the new month may be reviewed at the 1st or 2nd meeting of each month (an example of something that is a regular item

every 4th or 5th week only)

2) The weeks message from management (Brewster, John, etc,) is:

Such things as the Fujitsu agreement, Ensemble agreement and what it means to us, announcing the new 401K plan, the new Tele-sales dept is open for business today (when ready), we are changing the price of XX which is now YY, for ZZ reason(s), please note the new International price list (which is passed out at the meeting and faxed to remote locations just prior to the meeting), we have implemented a new feature on the voice mail, we have decided to migrate away from Apple PCs, and the first Windows machine is targeted to be used by ____ on (date), and the first application(s) will be, and we would like to migrate everyone by (date in 1995, 1996, etc.), we have decided to participate in the following trade shows between now and January and a new booth has been ordered, there is a new technical manual being written by XX, and all engineers and sales should read it by XX (date), we will be announcing a new product in X weeks and the roll-out plan is and we will train internally on this date, a time-bomb for evaluations of the WAISserver has been added to the product and this means that..., etc.

3) The items that people requested to be on agenda this week. This is a list of as little as one, and as many as XX that people have asked to be placed on the agenda that they would like discussed such as someone being confused about job description and duplication of effort (the topic must be something that effects more than two people and should not be something that should be taken off-line).

I suggest that Brewster/Bruce/John review the list to set the stage for what is appropriate, and if something appears to be not appropriate or is best taken off-line Brewster/Bruce/John should talk to the person requesting the issue prior to the staff meeting.

A summary of follow-up action items and the major points of the meeting should be reviewed by someone taking minutes (Judy, Than, Dia)? This is a one to two minute synopsis. Last item discussed/announced is that the next staff mtg is (date & time)

I also suggest that for the first eight weeks that Judy call each person 48 hours prior to the staff meeting to inquire about them having an issue that they would like to be included in the third section of the meeting - it will take some persistence in getting people to be proactive here, and during the week when an idea is discussed/thought-of that someone says "that would be a good topic for the staff meeting" then that person(s) should immediately give the topic/issue to Judy for the agenda and we should all encourage others to do this until the "culture" has been engrained (spelling?) into everyone's head!

I suggest that this letter (with sections that imply that Brewster/Bruce/John should review issues edited out - for example) be discussed in the first staff meeting (7/13 may be early, but for 7/20 have this letter (edited) to everyone for discussion to set the objectives and outline beginning the following week - and encourage participation in item #3 to all!

Bruce

Date: Tue, 12 Jul 1994 23:43:29 -0800
To: brewster, judy, duhring
From: bruce@wais.com (Bruce C. Gilliat)
Subject: Long message - but worth it! Re: staff mtgs

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Bruce

Date: Wed, 13 Jul 1994 08:09:32 -0800
To: judy@wais.com (Judy Chen)
From: Brewster@wais.com (Brewster Kahle)
Subject: Re: 7/13 Schedule

At 6:12 PM 7/12/94 -0800, Judy Chen wrote:
>Brewster,
>
>Here is your schedule for tomorrow:

thank you. I will have to fend off carl again because it takes 45min to
get to the midwife.

>
>8:00 AM - Carl Guess, Technology Review
> (he will call, if you can't talk to him,
> I will call him to reschedule)
>9:00 AM - Midwife Appt.
>12 Noon - Staff Meeting
> (Please let me know your agenda, I am trying to pull
> together a meeting agenda)

I would like to know the state of our finances (dia) and the projected
sales (bruce).
I will discuss the "complete publishing system".

>1:00 PM - NTT (at WAIS)
> (John has Dow Jones Tellerate people coming at 2 PM, is
> 1 hour in the conference room enough for your mtg.? I will set up the
> porch for meeting to accomodate either yours or John's party.)
1 hr should be fine.

I can handle this alone, but bruce should know about it and participate if
he would like to.

>4:00 PM - Planning Meeting
>
>
>